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## *Health & Human Services*

September 27, 2004

Ellie Jones, Bureau Chief  
Children's Services Operations Bureau  
California Department of Social Services  
744 P Street, M.S. 3-90  
Sacramento, CA 95814

Dear Ms. Jones:

We are pleased to submit Sacramento County's System Improvement Plan (SIP) as the next component of the California – Child and Family Services Review (C-CFSR). The SIP was developed through a collaborative effort with our community partners.

Our first year SIP articulates the vision to move towards prevention and early intervention. It also establishes an accountability framework that focuses all activities on results and requires coordination of services and supports for families in a way that enhances family strengths. Most importantly, the SIP significantly increases the amount of community level collaboration among all service providers to support children and families where they live.

On September 21, 2004, the SIP was approved by the Sacramento County Board of Supervisors. If you have any questions regarding the SIP, please contact Mindy Yamasaki, Program Manager, at 874-3377.

Sincerely,

**Original signed by:**

Leland Tom, Deputy Director  
Department of Health and Human Services

Cc: Jim Hunt, Director, Department of Health and Human Services  
Laura Coulthard, Division Manager, Child Protective Services  
Geri Wilson, Division Manager, Child Protective Services

Attachment



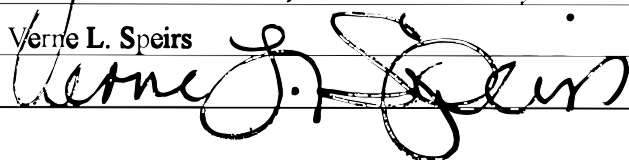
### California's Child and Family Services Review System Improvement Plan

<b>County:</b>	<b>Sacramento</b>
<b>Responsible County Child Welfare Agency:</b>	<b>Health and Human Services Agency, Child Welfare Services (CWS)</b>
<b>Period of Plan:</b>	<b>July 1, 2004 through June 30, 2005</b>
<b>Period of Outcomes Data:</b>	<b>Quarter Ending June 30, 2003</b>
<b>Date Submitted:</b>	<b>September 30, 2004</b>

#### County Contact Person for County Self-Assessment

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#### Submitted by each agency for the children under its care

<b>Submitted by:</b>	<b>Director, Department of Health and Human Services</b>
<b>Name:</b>	<b>Jim Hunt</b>
<b>Signature:</b>	
<b>Submitted by:</b>	<b>Deputy Director, Department of Health and Human Services</b>
<b>Name:</b>	<b>Leland Tom</b>
<b>Signature:</b>	
<b>Submitted by:</b>	<b>Chief Probation Officer, Sacramento County Probation Department</b>
<b>Name:</b>	<b>Verne L. Speirs</b>
<b>Signature:</b>	

# Sacramento County System Improvement Plan

Submitted to:  
California State Department of Social Services



Submitted by:  
Sacramento County  
Department of Health & Human Services  
Child Protective Services Division

**September 2004**

# **Sacramento County System Improvement Plan September 2004**

## **Background**

The Department of Health and Human Services, Child Protective Services (CPS) Division was the lead agency in coordinating the county's self-assessment process. In accordance with California's Child and Family Service Review (CFSR) guidelines, CPS convened an extensive core team to conduct a comprehensive self-assessment of the child welfare service delivery system. The results of this collaboration are contained in the County Self Assessment that was submitted to the California Department of Social Services (CDSS) in June 2004. The Executive Summary of the County Self Assessment is in Appendix A.

## **Local Planning Bodies**

The Sacramento County Child Welfare (CWS) Redesign establishes an accountability framework to improve outcomes for all child protective service activities. It requires coordinating services and supports for families in a way that enhances family strengths. It involves increasing significantly the amount of community level collaborations among service providers to support children and families where they live.

There are several local planning bodies that have been involved with the Self-Assessment and the System Improvement Plan (SIP) process. Most, if not all, of these planning bodies will also have a role in the implementation of the SIP. Appendix B presents an overview of these planning bodies.

The representatives from these planning bodies have participated in the self-assessment and system improvement planning processes in a variety of roles. These roles include:

- Reviewing various stages of the drafting of the County Self-Assessment report
- Attending training related to the generation and understanding of CWS/CMS data
- Reviewing the outcome indicators data to elicit suggestions for systems improvement
- Participating in focus group discussions to obtain qualitative information on outcome indicators
- Attending community meetings related to CWS Redesign
- Attending orientation for SIP workgroups
- Attending SIP planning meetings to address selected priorities
- Reviewing the draft SIP
- Volunteering to participate in ongoing workgroups to implement the SIP

It is significant to note that there is considerable interagency and public-private collaboration in Sacramento County. Over the past decade the service delivery system has been shifting as a function of these partnerships and multi-disciplinary activities. Collaboration and partnering occurs at all levels, ranging from administrative and management level policy making to line level case management and joint service delivery. Collaborations and partnerships have also

yielded benefits that maximize the use of shared training resources, the development of protocols and procedures to streamline service accessibility, and the creation of coordinating mechanisms to reduce the risk of duplication of effort. As a result, there is now an expectation among Sacramento County agencies and community based organizations that partnerships yield the most appropriate and effective approaches for service delivery in support of families and children.

Sacramento County is one of the guiding counties in the California CWS Redesign Initiative. It is now moving from the County Self Assessment phase and transitioning to the SIP. The Sacramento County CWS Redesign structure is composed of six workgroups (Community Partnerships, Differential Response, Permanency and Youth, Workforce Investment, Inter-Agency Funding, and Accountability) who report to a Child Welfare Steering Committee. This Steering Committee reports directly to the Child and Family Policy Board under the direction of the County Board of Supervisors. The membership on these workgroups is representative of the County's child welfare services system.

### **Findings in Support of Qualitative Change**

Throughout the Self-Assessment and SIP process, CPS solicited qualitative input from a variety of stakeholders, including representatives from the child welfare system, families, youth and community based organizations that serve families and children. This stakeholder input has resulted in the identification of key areas to further examine and focus improvement over the first year of the SIP.

- Referral and Triage - Court professionals and the community concluded that more effective early intervention and better systems for assessment of referrals could be developed to reduce family stress, thereby reducing the risk of abuse or neglect to children. Stakeholders advocated for a systematic approach for referral and triage.
- Community Participation and Collaboration – Throughout the Self-Assessment and SIP development process, it was apparent that the community is highly motivated to participate in the redesign and implementation of a more effective child welfare system. Community partnerships must be further developed and strengthened so that all child welfare service providers share mutual accountability in the improvement of outcomes. Community support is especially needed for early intervention and after care services. When families are connected to community resources as an early intervention effort or after care support, future Child Protective Service involvement is less likely.
- Assessments - Many practitioners in the delivery of child welfare services advocated for more uniform and consistent use of assessment tools to determine risk, safety and identify needs and services. Recommendations included the use of assessments at intake and regularly scheduled intervals throughout the time a family is involved with CPS. In addition, there are plans for CPS and community based partner organizations to use the same

assessment tool(s) in the context of implementing a comprehensive early identification and response system for at risk families.

- Inclusive Case Planning - From community respondents and child welfare professionals alike, there was considerable emphasis on engaging parents, youth, and care providers in assessment and case planning processes. Inclusive case planning acknowledges the importance of parent, youth, and care provider participation for success and accountability. It also allows for more direct approaches to mitigate barriers and challenges for reunification.
- Family Needs Assessments – Service improvements call for case plans to be coordinated with all providers serving a family and be based on comprehensive needs assessment that identifies underlying issues. Service strategies must address physical, behavioral and developmental health conditions of the child and family. Practices that engage parents, children, youth, and foster families in the case planning process will improve outcomes.
- Funding – Adequate funding needs to be secured for a continuum of child welfare services. This funding needs to insure that there is an adequate number of staff to respond to referrals and service cases (SB 2030 – Child Welfare Services Workload Study). Additionally funding needs to be identified and sustained for prevention, early intervention and after care services.

Sacramento County's initial SIP is fairly broad, defining a vision for the CWS Redesign Workgroups. The identification and development of the workgroups began in May 2004. These workgroups have begun meeting regularly. Their initial charge will be to implement the SIP and further define system improvements for the child welfare system.

Based on the Self –Assessment, the Sacramento County Child Protective Services Division has identified the following areas to address in its first year SIP:

- Recurrence of Maltreatment
- Rate of Recurrence Where Children Were Not Removed
- Referrals with a Timely Response
- Rate of Foster Care Re-entry

While data on Sacramento County Probation foster care youth is not available from CDSS, the Probation Department has been a vested partner in the development of the Self-Assessment and SIP. The Probation department is participating in some of the CWS Redesign Workgroups and has identified the use of least restrictive care settings as a Probation-specific area to be addressed in the SIP.

The attached SIP templates describe Sacramento County's strategies in achieving improvements in the identified outcome areas.

**SACRAMENTO COUNTY  
SYSTEM IMPROVEMENT PLAN TEMPLATES**

**SEPTEMBER 2004**

## Outcome Measure: 1A, 1B, 2A: Recurrence of Abuse

<b>County's Current Performance:</b>		
1A. Recurrence of maltreatment (Fed) - Of all children with a substantiated allegation within the first six months of the 12 month study year, what percent had another substantiated allegation within six months?		
Time Period	Sacramento County Performance	
01/01/03 - 12/31/03	12.1%	*UC Berkeley Revised Methodology
01/01/03 – 12/31/03	16.6%	
10/1/02 – 9/30/03	17.3%	
7/1/02 – 6/30/03	15.8%	
1B. Recurrence of maltreatment within 12 months - Of all children with a substantiated referral during the 12-month study period, what percent had a subsequent substantiated referral within 12 months?		
Time Period	Sacramento County Performance	
01/01/02 - 12/31/02	19.6%	
10/1/01 – 9/30/02	19.6%	
7/1/01 – 6/30/02	19.1%	
2A. Rate of Recurrence of abuse/neglect in homes where children were not removed - Of all children with allegation (inconclusive or substantiated) during the 12-month study period who were not removed, what percent has a subsequent substantiated allegation within 12 months?		
Time Period	Sacramento County	
01/01/02 - 12/31/02	10.2%	
10/1/01 – 9/30/02	10.4%	
7/1/01 – 6/30/02	9.8%	
<b>Improvement Goal 1.0</b> Lower the rate of recurrence of maltreatment		
<b>Strategy 1.1:</b> Create a comprehensive early identification and response system for at risk families		<b>Strategy Rationale 1.1:</b> Provide services to families where children are at risk and services are indicated to reduce re-referrals to CWS
<b>Milestones</b>	<b>Timeframes</b>	<b>Assigned</b>
1.1.1. Convene workgroup to review current intake process, identify needed operational changes to support the new response system, and identify target families that will benefit from early intervention services	12/31/2004	Differential Response Workgroup

1.1.2. Workgroup to create a new intake process that provides three paths of response and service delivery	12/31/2004	Differential Response Workgroup
1.1.3 Develop and complete RFP process to identify a geographic area to pilot the new early intervention and partnership model	3/31/2005	Differential Response Workgroup
1.1.4 Develop community partnerships that encourage interagency coordination and shared responsibility to deliver services to children and families identified through the new intake process	6/30/2005	Differential Response Workgroup
1.1.5 Train pilot partners and CWS staff on the new intake process and service delivery model	6/30/2005	Differential Response Workgroup Training & Staff Development Workforce Investment Workgroup
<b>Strategy 1.2:</b> Develop and implement a standardized risk assessment approach for use by CWS and community partners working with identified children and families	<b>Strategy Rationale 1.2:</b> Using common assessment criteria between CPS and community partners will help to insure that clients are receiving the appropriate services without duplication	
<b>Milestones</b>	<b>Timeframes</b>	<b>Assigned</b>
1.2.1 Continue to work with CDSS and Cohort 1 counties to develop a standardized risk assessment approach	3/31/2005	Differential Response Workgroup Workforce Investment Workgroup
1.2.2 Determine needed enhancements to SDM model to conform with the standardized risk assessment approach, starting with identification of appropriate response path	6/30/2005	Differential Response Workgroup
1.2.3 Train CWS and community partner staffs on use of enhanced SDM model	6/30/2005	Differential Response Workgroup Training & Staff Development Workforce Investment Workgroup
<b>Strategy 1.3:</b> Develop method to evaluate the effectiveness of the early identification and response model and workload impact on both CWS and community partners	<b>Strategy Rationale 1.3:</b> Measuring performance and workload will assist with further planning of the new intake structure	
<b>Milestones</b>	<b>Timeframes</b>	<b>Assigned</b>
1.3.1 Identify and refine what data is available in CWS/CMS to track referrals	8/30/2004	CWS/CMS Bureau Differential Response Workgroup
1.3.2 Identify and refine what other data collection methods need to be acquired to capture data not found in CWS/CMS	6/30/2005	Accountability Workgroup CWS/CMS Bureau Differential Response Workgroup

<b>Strategy 1.4:</b> Establish ongoing funding for a comprehensive early identification and response system for at risk families	<b>Strategy Rational 1.4:</b> Implementation of a comprehensive early identification and response system for at risk families is a pilot. Ongoing funding needs to be established to keep this practice.	
1.4.1 Work with community partners to advocate and secure funding for a comprehensive early identification and response system for at risk families	6/30/05	Inter-Agency Funding Workgroup
<b>Discuss changes in identified systemic factors needed to further support the improvement goals.</b> Through Service Array and Agency Collaboration community partners will be developed for early intervention services to reduce referrals		
<b>Describe educational/training needs.</b> Training needs have been identified in Milestone 1.1.5 and 1.2.3		
<b>Identify roles of the other partners in achieving the improvement goals.</b> Community partners will share a role in providing services to targeted families who will benefit from early intervention		
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> Regulatory or statutory changes will be identified to support the accomplishment of the improvement goals		

## Outcome Measure: 3F, 3G: Foster Care Re-Entry

<b>County's Current Performance:</b>		
3F. Percent of admission who are re-entries (Fed) - For all children who entered child welfare supervised foster care during the 12-month study period, what percent were subsequent entries within 12 months of a prior exit?		
Time Period	Sacramento County Performance	
01/01/03 – 12/31/03	18.2%	
10/1/02 – 9/30/03	19.0%	
7/1/02 – 6/30/03	18.9%	
3G. Percent who re-entered within 12 months of reunification - For all children who entered child welfare supervised foster care for the first time (and stayed at lease five days) during the 12 month study period and were reunified within 12 months of entry, what percent re-entered foster care within 12 months.		
Time Period	Sacramento County Performance	
01/01/01 - 12/31/01	20.6%	
10/1/00 – 9/30/01	22.4%	
7/1/00 – 6/30/01	21.8%	
<b>Improvement Goal 1.0</b> Lower the foster care re-entry rate.		
<b>Strategy 1.1:</b> Identify social work practices that facilitate stability and prevent reentry into the foster care system		<b>Strategy Rationale 1.1:</b> Strengthened social work practices will ensure stability when children have reunified with their families
<b>Milestones</b>	<b>Timeframes</b>	<b>Assigned</b>
1.1.1. Convene workgroup to review data and identify existing community based programs that provide services to families that enhance child safety and family stability	12/31/04	Permanency and Youth Workgroup
1.1.2. Meet with families to gather information on service needs when children have reunified with them	3/31/2005	CPS Management Team Permanency and Youth Workgroup
1.1.3 Develop guidelines for child welfare staff that incorporates best practices and service delivery	5/31/05	CPS Management Team Permanency and Youth Workgroup Workforce Investment Group

1.1.4 Train child welfare staff on guidelines and best practices that promotes family stability when reunification occurs	6/30/2005	CPS Management Team Training & Staff Development Workforce Investment Group
<b>Strategy 1.2:</b> Develop a more inclusive, flexible and comprehensive case planning process, which includes a team based and family engagement approach	<b>Strategy Rational 1.2:</b> Engaging families, youth and service providers in case planning and progress increases the likelihood that services will be successful. Meeting the families needs decreases the number of children having to come back into foster care	
<b>Milestones</b>	<b>Timeframes</b>	<b>Assigned</b>
1.2.1 Convene workgroup and gather information about how families are involved in the development of the case plan	12/31/2004	CPS Management Team Workforce Investment Group
1.2.2 Convene workgroup and identify Family to Family activities, such as Team Decision Making, to provide support services to parents upon reunification	12/31/2004	CPS Management Team Workforce Investment Workgroup
1.2.3 Review current guidelines on family engagement in the case planning process	3/31/2005	Permanency and Youth Workgroup Workforce Investment Workgroup
1.2.4 Identify, revise, and incorporate Family to Family activities such as Team Decision Making, to current guidelines	3/31/2005	Permanency and Youth Workgroup Workforce Investment Workgroup
1.2.5 Train child welfare staff on guidelines that incorporate Family to Family activities such as Team Decision Making	6/30/2005	CPS Management Team Workforce Investment Workgroup
<b>Strategy 1.3:</b> Improve families connection to and engagement with community based programs that provide support and aftercare	<b>Strategy Rationale 1.3:</b> Research supports the benefits of connecting at risk families to community based programs such as home visiting, Family to Family and peer support mentors. Families connection and engagement with these services will decrease the likelihood of children coming back into foster care.	
<b>Milestones</b>	<b>Timeframes</b>	<b>Assigned</b>
1.3.1 Convene workgroup to identify support services provided through community partnerships that promotes a safer environment for children and family stability	3/31/2005	Permanency and Youth Co-Chairs
1.3.2 Develop and involve community partnership in a targeted geographical area to develop a work plan that includes how to better connect and engage at risk families to community based programs and services	6/30/2005	Community Partnership Workgroup Differential Response Workgroup Permanency and Youth Workgroup Workforce Investment Workgroup

1.3.3 Train pilot community partners and child welfare staff on delivering services through collaborative teams to promote safe and stable environment	6/30/2005	Community Partnership Workgroup Training & Staff Development Workforce Investment Workgroup
<b>Strategy 1.4:</b> Develop method to evaluate effectiveness and workload impact on child welfare and community partner staff on the shared responsibility to deliver services	<b>Strategy Rationale 1.4:</b> In assessing the effectiveness of a more inclusive, flexible and comprehensive case planning process, the impact on workload needs to be examined	
<b>Milestones</b>	<b>Timeframes</b>	<b>Assigned</b>
1.4.1 Identify what data is available to evaluate effectiveness and workload impact on child welfare and community partner staff	8/31/2004	Community Partnerships Co-Chairs Workforce Investment Workgroup
1.4.2 Identify what other data collection methods need to be acquired to capture data not currently available	6/30/2005	Accountability Workgroup Community Partnership Workgroup Workforce Investment Workgroup
1.5 Establish ongoing funding for community partners to provide family support services to child welfare families	<b>Strategy Rational 1.5:</b> Implementation of family support services in conjunction with community partners needs ongoing funding to become established practice.	
<b>Milestones</b>	<b>Timeframes</b>	<b>Assigned</b>
1.5.1 Work with community partners to advocate and secure funding for ongoing family support services to child welfare families	6/31/2005	Community Partnership Workgroup Inter Agency Funding Workgroup
<b>Discuss changes in identified systemic factors needed to further support the improvement goals.</b> Through systemic factors, Case Review System and Service Array, families will be engaged in the case planning process and participate in services to reduce reentry.		
<b>Describe educational/training needs.</b> Training needs have been identified in Milestones 1.1.4, 1.2.5 and 1.3.3		
<b>Identify roles of the other partners in achieving the improvement goals.</b> Community partners are involved in each of the six redesign workgroups. Community partners in the pilot project will provide services that facilitate stability to children so that they do not re-enter the foster care system.		
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> Regulatory or statutory changes will be identified to support the accomplishment of the improvement goals		

## Outcome Measure: 2B Referrals With a Timely Response

<b>County's Current Performance:</b>		
2B Percent of referrals with a timely response - Percent of child abuse and neglect referrals in the study quarter that have resulted in an in-person investigation stratified by immediate response and ten-day referrals, for both planned and actual visits.		
Time Period	Immediate Response	10 Day Response
Q4 2003	74.3%	83.4%
Q3 2003	79.4%	86.0%
Q2 2003	87.2%	89.0%
<b>Improvement Goal 1.0</b> Increase the rate of timely response to referrals.		
<b>Strategy 1.1:</b> Request and fund more personnel to move closer to SB2030 Workload Study staffing		<b>Strategy Rationale 1.1:</b> The SB 2030 Workload Study concluded that CPS is understaffed. There must be adequate staff to respond to referrals and service cases.
<b>Milestones</b>	<b>Timeframes</b>	<b>Assigned</b>
1.1.1 Request additional resources	9/1/2004	CPS Management
<b>Strategy 1.2:</b> Strengthen staff understanding and use of SDM Standardized Response Tool		<b>Strategy Rationale 1.2:</b> Accurately determining the response time will assist in properly managing the referrals
<b>Milestones</b>	<b>Timeframes</b>	<b>Assigned</b>
1.2.1 Complete a review and identify the current use of SDM in determining the response time.	10/31/2004	Division Quality Assurance
1.2.2 Develop training on the use of the SDM tool in determining response time	12/31/2004	Division SDM Coordinator
1.2.3 Train staff on the clarified usage of SDM tool in determining response time	2/28/2005	Training & Staff Development
1.2.4 Review the use of SDM post training and determine further actions to be taken to ensure the use and understanding of the tool.	5/31/2005	Division Quality Assurance
<b>Discuss changes in identified systemic factors needed to further support the improvement goals.</b>		
Through Quality Assurance and Staff/Provider training the accuracy in determining the response times in managing referrals will be increased.		

<b>Describe educational/training needs.</b> Training needs have been identified in Milestone 1.2.3
<b>Identify roles of the other partners in achieving the improvement goals.</b> This is an internal improvement goal
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> Regulatory or statutory changes will be identified to support the accomplishment of the improvement goals

## Systemic Factor: Management Information System (CWS/CMS)

<b>County's Current Performance:</b> While Sacramento is using the system in all areas, accuracy and completeness is an area requiring improvement. Despite its value and utility, the CWS/CMS has not replaced case management documentation in paper files. As Sacramento takes steps to improve outcome measures, increased attention to consistency, accuracy, definitions, and timely entry is crucial.		
<b>Improvement Goal 1.0</b> Improve data integrity related to recurrence of maltreatment, timely social worker contacts, and foster care reentry.		
<b>Strategy 1.1:</b> Develop an internal multi-program workgroup to review guidelines and practice issues as they relate to data integrity	<b>Strategy Rationale 1.1:</b> Translating practice and business processes into data collection will result in correct outcome measurements and assist in future program planning.	
<b>Milestones</b>	<b>Timeframes</b>	<b>Assigned</b>
1.1.1 Develop work plan to address issues related to data integrity	9/30/04	CWS/CMS Program Manager CPS Management Division Quality Assurance Multi Program Workgroup
1.1.2 Request and obtain guidance from the State on the correct entry of data into CWS/CMS to accurately capture outcome measures	11/30/04	CWS/CMS Bureau
1.1.3 Implement short-term recommendations identified in work plan. Establish implementation plan for remaining items	12/31/04	CWS/CMS Program Manager CPS Management Division Quality Assurance Multi Program Workgroup
<b>Strategy 1.2:</b> Ensure that referrals and related data are correctly entered into CWS/CMS	<b>Strategy Rationale 1.2:</b> Ensuring that referrals are correctly counted will directly effect outcome measures related to recurrence of abuse.	
<b>Milestones</b>	<b>Timeframes</b>	<b>Assigned</b>
1.2.1 Request clerical positions to assist with data entry	9/1/04	CPS Management
1.2.2 Assess and if necessary, revise current guidelines used by staff pertaining to data entry	1/31/2005	Program Managers Workload Policy Board

1.2.3 Train staff on correct handling of duplicate and secondary, substitute care provider, and companion case referrals. Train staff on proper application of WIC and Penal Codes related to referral substantiation	12/31/2004	CWS/CMS Bureau Training & Staff Development
<b>Strategy 1.3:</b> Continue discussions with CDSS to plan and implement data collection methods for Probation	<b>Strategy Rationale 1.3:</b> CPOC and CDSS need to develop a method to collect data on Probation Foster Youth	
<b>Milestones</b>	<b>Timeframes</b>	<b>Assigned</b>
1.3.1 Review draft data collection process proposed by CPOC and CDSS	9/1/04	Probation Placement Unit
1.3.2 Train staff on new data collection process and begin data collection	10/1/04	Probation Managers
<b>Discuss changes in identified systemic factors needed to further support the improvement goals.</b> No applicable changes because CWS/CMS is a systemic factor		
<b>Describe educational/training needs.</b> Training needs have been identified in Milestones 1.2.3 and 1.3.2		
<b>Identify roles of the other partners in achieving the improvement goals.</b> This is an internal improvement goal		
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> Regulatory or statutory changes will be identified to support the accomplishment of the improvement goals		

## Systemic Factor: Foster/ Adoptive Parent Licensing, Recruitment, and Retention

<b>County's Current Performance:</b> Efforts to evaluate relatives and non-related extended family, assess children's needs timely and match children to the appropriate placement resource can be improved.		
<b>Strategy 1.1:</b> Local resources can support children and families in their own neighborhoods by recruiting, training and supporting foster parents and relative careproviders in the community	<b>Strategy Rationale 1.1:</b> Only through the involvement of the community resources can a neighborhood based culturally sensitive network of family foster care be developed	
<b>Milestones</b>	<b>Timeframes</b>	<b>Assigned</b>
1.1.1 Convene a workgroup and develop a work plan for the recruitment and retention of foster and kinship families who can support children and families in their own neighborhoods through the use of local community resources	3/31/2005	Community Partnership Workgroup Permanency and Youth Workgroup Workforce Investment Group
1.1.2 Develop a formalized process for recruitment outreach and identify a target area for this outreach	5/31/2005	Permanency and Youth Workgroup Community Partnerships Workgroup
1.1.3 Implement the process for recruitment outreach in an identified target area	6/30/2005	Permanency and Youth Workgroup Community Partnerships Workgroup
<b>Strategy 1.2 Implement Family to Family activities for recruitment, training, and support of foster/adoptive families</b>	<b>Strategy Rationale 1.2:</b> Foster and adoptive families must be an integral partner in the child welfare system, and then they must be supported so as to remain in it long enough to achieve Family to Family goals.	
1.2.1 Convene work group and identify how to implement the family to family strategies in the community	6/30/05	Community Partnerships Workgroup Workforce Investment Workgroup Permanency and Youth Workgroup
<b>Strategy 1.3</b> Establish ongoing funding to support recruitment and training of foster parents and relative care providers in the community	<b>Strategy Rationale 1.3:</b> Ongoing funding needs to be established to implement and maintain this practice	
1.3.1 Work with community partners to advocate and secure funding to support recruitment and training of foster parents and relative care providers in the community.	6/30/05	Community Partnerships Workgroup Inter-Agency Funding Workgroup Permanency and Youth Workgroup
<b>Discuss changes in identified systemic factors needed to further support the improvement goals.</b> Not applicable because Foster/Adoptive Parent Licensing, Recruitment and Retention is a systemic factor		

<b>Describe educational/training needs.</b>
PRIDE training is currently used in Sacramento County. Training on resources and outreach may be developed as identified by the Workgroups.
<b>Identify roles of the other partners in achieving the improvement goals.</b>
Foster parents and community partners will have a role in increasing placements that are considered to be in the least resistive settings.
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>
Regulatory or statutory changes will be identified to support the accomplishment of the improvement goals

## Systemic Factor: Case Review

<b>County's Current Performance:</b> Sacramento County has a number of systems in place to facilitate services to families and to ensure compliance with mandates for court and case management related items. Improvements are needed to ensure mandates for court and case management are met.		
<b>Strategy 1.1:</b> Identify, study, and align the key systems involved in the delivery of child welfare services that contribute to case review	<b>Strategy Rationale 1.1:</b> Juvenile court systems that make decisions on behalf of CWS clients and CWS are working together to meet the goals of safety, permanence and well-being for children and families.	
Milestones	Timeframes	Assigned
1.1.1 Study integration between the Court and CWS. Develop work plan to better coordinate practices between the two entities. (streamlining and operational improvements).	6/30/2005	Accountability Workgroup
<b>Discuss changes in identified systemic factors needed to further support the improvement goals.</b> Not applicable because Case Review is a systemic factor		
<b>Describe educational/training needs.</b> All inclusive training to support the goals of the workgroups		
<b>Identify roles of the other partners in achieving the improvement goals.</b> Court and CWS staff will share a role in collaboration to ensure compliance with court and case management issues		
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> Regulatory or statutory changes will be identified to support the accomplishment of the improvement goals		

## Outcome Measure: 4B - Use of Least Restrictive Care Settings (Probation Specific)

<b>County's Current Performance:</b>		
As the Probation Department does not have the ability to input data into the CWS/CMS database, Probation Foster Youth data was not included in the County Self Assessment. However, the Probation Department does not have sufficient staff to complete timely and appropriate assessments of youth and their families at intake. This impacts the ability to identify and utilize what may be the least restrictive care setting and impacts the ability to meet and maintain required standards.		
<b>Improvement Goal 1.0:</b> Improve the ability to appropriately assess youth and their families upon initial intake and meet and maintain required case plan standards.		
<b>Strategy 1.1:</b> Implement a team based assessment and case planning process to include engagement of families, which will require phased increase in staffing in order to be achieved		<b>Strategy Rationale 1.1:</b> Team based and enhanced family engagement in the case planning process increases the possibility to identify the most appropriate and least restrictive care setting.
<b>Milestones</b>	<b>Timeframes</b>	<b>Assigned</b>
1.1.1. Identify staffing levels necessary to enhance assessment and case planning process at intake level for all reasonable candidates identified as at-risk for foster care placement	8/1/2004	Probation Management
1.1.2. Make request to County Board of Supervisors for phased increase in staffing allocation	9/1/2004	Chief Probation Officer
1.1.3. Make request to County Board of Supervisors for second phase increase in staffing allocation	5/1/2005	Chief Probation Officer
1.1.4. Make request to County Board of Supervisors for third phase increase in staffing allocation	5/1/2006	Chief Probation Officer

**Discuss changes in identified systemic factors needed to further support the improvement goals.**

**Management Information Systems** - Although the technology exists, the Probation Department has not been granted access to the Child Welfare Services – Case Management System (CWS-CMS). As a result each officer must update required caseload information by hand and subsequently forward the hard copy report to CDSS for input into the system. This process obviously delays the input of Probation foster youth data into the system resulting in incomplete system data reporting. The Chief Probation Officers of California (CPOC) have developed a data collection form in conjunction with the California Department of Social Services (CDSS) that will hopefully mirror data entered into CWS/CMS. The form has not been finalized in that CDSS has not offered approval; however, Probation will begin using the form 9-1-04.

**Agency Collaboration** – While Probation and CPS are involved in many collaborative efforts there is room for growth in respect to cross training of staff, information and sharing of resources

**Parent-Child-Youth Participation in Case Planning** – The Probation Department and the Office of the Public Defender, Juvenile Division have an agreement in place that prevents Probation Officers from interviewing youth prior to the sustaining of a petition. The process delays access to what may be critical information in the assessment of the minor's needs and the subsequent development of the case plan. Nearly 50% of the Probation Foster Youth caseload is placed out of county or out of state. This creates a hardship for families to maintain contact, participate in the services outlined in the case plan, and to provide relevant input into the development, update, and review of the case plan. Funding is needed to assist families in maintaining contact when it is not possible to place their children locally

**Describe educational/training needs.**

Probation Officers will need training specific to case planning and assessment as well as direction in the use of the new data collection form that is to be utilized in the absence of access to the CWS/CMS.

**Identify roles of the other partners in achieving the improvement goals.**

The possibility of sharing training resource information with CPS needs to be discussed.

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

No regulatory or statutory changes have been identified to support the accomplishment of the improvement goal.

**APPENDIX A**  
**SACRAMENTO COUNTY SELF ASSESSMENT**  
**EXECUTIVE SUMMARY**  
**JUNE 2004**

## **Sacramento County Self-Assessment Executive Summary**

### **I. Background**

#### About the Federal and California Child and Family Services Reviews

In 1995, the Federal Department of Health and Human Services Administration for Children and Families (ACF) began a comprehensive review of all state child welfare programs titled the Child and Family Services Review (CFSR). The federal review measured each state's performance against a set of outcomes desired for children and families that receive child welfare services. California failed to pass the federal review.

After completion of the federal review, California created its own Child and Family Services Review (C-CFSR) aimed to improve California's child welfare system administered by counties. The C-CFSR created a new outcome-based accountability system to measure county performance in providing child welfare services. The County Self-Assessment is the first step in California's Child and Family Services Review that implements a process of continual system improvement.

#### Main Components of the C-CFSR

*County Self-Assessment (CSA):* Every three years, each county is required to assess how it performed on each of the outcomes. The purpose of the County Self-Assessment process is to analyze, in collaboration with key community partners, the County's performance on eight critical child welfare outcomes, which focus on safety, permanency, family relationships and connections, and well being. Data or indicators that make up the County Data Profile measure these outcomes. Beginning in January 2004, a quarterly County Data Report is provided to each county by the California Department of Social Services (CDSS). The report is based on data from the Child Welfare Services/Case Management System (CWS/CMS).

The lead agency for conducting the County Self-Assessment is the County child welfare agency. For Sacramento County, the lead agency is the Department of Health and Human Services, Child Protective Services Division (CPS). The division has overall responsibility for the completion of the assessment. The County probation department is the contributing agency responsible for assessing outcomes for foster children under its direct supervision and receiving child welfare services. The Self-Assessment identifies the programmatic strengths and needs as they relate to the distinct populations of the County child welfare agency and the County probation department.

In addition to the outcome indicators, seven Systemic Factors were considered when analyzing the County's performance on the outcomes. The Systemic Factors correspond to the federal systemic factors used in the federal Child and Family Review.

There is no objective standard by which the County must assess its performance. Therefore, there is no “pass” or “fail” associated with the County Self-Assessment. However, the County must identify strengths and areas needing improvement. The CSA is due to California Department of Social Services on June 30, 2004.

*County System Improvement Plan (SIP):* The SIP is an operational agreement between each county and the state that outlines how the county plans to improve its system of child welfare services. Each county is required to update the State annually on its progress to accomplishing the objectives of the SIP and to request changes. The SIP requires Board of Supervisors’ approval and is due to CDSS on September 30, 2004.

*Peer Quality Case Review (PQCR):* Building on the County Self-Assessment, outside experts (including peers from other counties) evaluate the County’s child welfare practices and service delivery system through intensive case review to further identify strengths and areas needing improvement. It is anticipated that the County of Sacramento will undergo the PQCR within the next three years.

#### Participants

CPS identified key stakeholders for an Outcomes and Accountability Core Team. The collaborators on this team are:

- Youth
- Foster Parent
- Education
- Alcohol and Drug
- Mental Health
- Parent Representative
- Children’s Receiving Home
- Sacramento Child Advocates
- Health Promotion and Education
- Court Appointed Special Advocate
- Oversight Committee
- Probation
- Children’ Coalition
- UPE
- CPS Division Staff

The Core Team identified key community participants who affect or are affected by the child welfare system. These participants attended Community Focus Groups held in February, March, and 2004, where they provided valuable information on the County’s performance on the child welfare outcomes by identifying strengths and areas in the child welfare system needing improvement. Focus Group participants represented many areas of the community including:

- Foster Family Agencies
- Dependency Standing Committee
- Shelters
- Foster Youth Services
- Group Homes
- Foster Parents
- Education
- Probation
- Housing
- Adoption Agencies
- Healthy Start
- Youth Services
- Mental Health
- District Attorney
- Urban Indian Health
- Slavic Community
- Community College
- Medical Care
- Mexican Consulate
- Legal Services
- CPS Division Staff

The Core Team, Focus Groups, and CPS staff reviewed the CWS/CMS data provided by UC, Berkeley in light of the seven systemic factors. CPS staff also reviewed the history of the Sacramento County child protective system to put into context how services have been built around community reviews, state oversight, legislation, high profile cases, available resources, funding, and best practices.

## **II. Summary of County Self-Assessment**

### **Section I. Demographic Profile and Outcomes Data Summary**

#### Demographic Profile

*Population.* The California Department of Finance estimates the population in Sacramento County to be 1.3 million people in 2004. This includes 344,915 children under the age of 18. The racial and ethnic makeup of Sacramento County is 56% white, 18 % Hispanic/Latino, 12% percent Asian, and 10 % Black/African American. American Indian/Alaskan Native and Native Hawaiian/Other Pacific Islanders each make up 1 % of the Sacramento County population. About 10% of all families live at or below the Federal Poverty Level.

*Education System Profile.* The public school system in Sacramento County consists of 16 independent districts for grades K-12, with educational services for special populations (special education, court schools, and community schools). The districts receive support in training and infrastructure from the Sacramento County Office of Education. In 2003/04 there are 253,713 students enrolled in Sacramento County schools. In 2002/03 the drop out rate (students who do not complete 12<sup>th</sup> grade) was about 4%.

*Child Welfare Participation Rates:* Of the estimated 344,915 children under age 18 that lived in Sacramento County in 2002:

- 32,327 (93.7 per 1000) were referred to CPS
- 6,789 (19.7 per 1000) of children had substantiated referrals
- 1,554 (4.5 per 1000) of those children with substantiated referrals entered placement
- 4,647 (12.4 per 1000) children were in foster care

In light of this data, the county needs to further analyze the number of children placed into protective custody verses those that actually enter into foster care.

#### Outcomes Data Summary

Below is a summary of the County's assessment of its performance by outcome. The analysis and conclusions presented are preliminary. To confirm the analysis and conclusions, there is a need for further data "clean up", in-depth statistical analysis, and training on proper data entry into CWS/CMS. Data is not available for children supervised by probation.

Outcome 1 - Children are first, and foremost, protected from abuse and neglect

- Recurrence of Maltreatment: The rate of recurrence in Sacramento County is 19.6%. This rate has remained fairly constant since year 2001.
- Rate of Child Abuse and/or Neglect in Foster Care: The ability to capture this information in CWS/CMS has been limited. The data provided thus far is inaccurate. CWS/CMS instructions were provided by the State in January 2004 to correctly capture this data

Outcome 2 - Children are safely maintained in their homes whenever possible and appropriate

- Rate of Recurrence of Abuse/Neglect in Homes Where Children were not Removed: Although Sacramento's data show an increase from January 2004 to April 2004, there is no historical data for this indicator. The April rate for Sacramento County is 10.4%.
- Percent of Child Abuse/Neglect Referrals with a Timely Response: Sacramento's current compliance rate for immediate responses is 79.4% and for ten day responses it is 86%. The challenge of timely responses to child abuse and neglect referrals is affected by the correct application of guidelines to open referrals and an adequate number of available staff to respond to these referrals.
- Timely Social Worker Visits With Child: The data shows an upward trend in this process measure. Sacramento County currently has a 90.3% compliance rate.

Outcome 3 – Children have permanency and stability in their living situations without increasing re-entry to foster care

- Length of Time to Exit Foster Care to Reunification: Sacramento County has increased its reunification rate from 23.7% in 1998 to 57% as of September 2003.
- Length of Time to Exit Foster Care to Adoption: In the past four years Sacramento County has shown a trend toward increasing rates of adoption within 24 months. The current percent of children adopted is 8.1%.
- Stability of Foster Care Placements: Over the past few years, the number and percent of children in foster care for less than 12 months with no more than two placements has increased. Approximately 50% of children had more than two placements.
- Rate of Foster Care Re-entry: The percentage of children who have re-entered foster care within 12 months of exit has risen in the past few years. Approximately one in five children who are reunified re-enter foster care.

Outcome 4 – The family relationships and connections of children served by the CWS will be preserved, as appropriate

- Siblings Placed Together in Foster Care - The percentage of children placed with some or all of their siblings has remained relatively stable since July 2001. Placement with some or all siblings is at 58.7%.
- Foster Care Placement in the Least Restrictive Setting: From the perspective of the child, all three placement types - relative, foster home, FFA home - provide a family like setting.

During FY 2002/2003, approximately 76% of Sacramento County placements were in family like homes as their primary placement.

- Rate of ICWA Placement Preferences – Although the County data report contains information on this indicator, historical data is not available, thereby limiting further analysis.

Outcome 8 – Youth emancipating from foster care are prepared to transition to adulthood

- Children Transitioning to Self-Sufficient Adulthood – The information provided for this indicator is only raw data, thus, limiting analysis.

## **Section II. Public Agency Characteristics**

The Board of Supervisors (BOS) governs Sacramento County, with representatives elected from five districts. The Board appoints a County Executive who acts as the CEO for County business. The Countywide Services Agency is one of the agencies under the BOS. The Department of Health and Human Services is under this Agency.

Child Protective Services (CPS) is the largest division of the Department of Health and Human Services (DHHS). CPS is under the leadership of the Deputy Director for DHHS. In addition, the Sacramento County Probation Department provides services to foster children who are wards of the court.

CPS' organizational proximity to Alcohol and Drug Services, Mental Health, Public Health and Primary Health Services reinforces partnerships between and among agencies that are serving many of the same families. Sacramento County provides coordinated assessment, case planning, and service delivery at three neighborhood based multi-service centers throughout Sacramento County.

CPS has four major service components – Emergency Response, Family Maintenance, Family Reunification, and Permanent Placement. The division has a state licensed, full service, adoption agency; provides licensing services for all county foster family homes and adoptive applicants; and provides licensing to day care homes. The County contracts with two private nonprofit organizations, the Children's Receiving Home (CRH) and the Crisis Nursery to provide immediate emergency shelter for children removed from the custody of their parents/caregivers.

## **Section III. Systemic Factors**

Systemic factors affect the operation and provision of child welfare services aimed to achieve positive outcomes. The identified strengths and areas of need for each systemic factors are as follows:

Relevant Management Information Systems - This systemic factor assesses the extent of the use of the CWS/CMS application.

Identified strengths include:

- The availability of the application at each social worker's workstation
- In house training on how to use the application is tailored to the end user – supervisors, social workers, public health nurses, clerical staff, etc.
- Safe Measures (which uses CWS/CMS data) is used as a supervisory tool and for quality assurance

Identified areas of need include:

- The Probation department does not have direct access to CWS/CMS
- Improving data entry accuracy into the CWS/CMS application
- Reducing the time or streamlining process to enter data
- Improving the ease and ability to obtain ad hoc reports from the system

Case Review System - This systemic factor assesses the County's ability to involve children and families in the case planning process and judicial proceedings.

Identified strengths include:

- Easily accessible new court facility
- Dependency Drug Court
- Attorneys for children and parents – Sacramento Child Advocates, Juvenile Dependency Representation Panel, Parent Advocates of Sacramento, and Dependency Associates of Sacramento
- Court Appointed Special Advocates (CASA) for children
- Use of Mediation and Pre-Trial Conferences
- Assignment of paralegal staff to handle noticing
- Involvement of youth in the Transitional Independent Living Plan (TILP) and at Emancipation Conferences
- Concurrent Planning guidelines

Identified areas of need include:

- Improving engagement between the social worker, parents, children, and foster families
- Reducing the number of court continuances
- Improving the involvement of children and parents in case planning

- Improved matching of children to foster homes

Foster/Adoptive Parent Licensing, Recruitment and Retention - This systemic factor assesses the County's performance in licensing, recruiting, and retaining foster or adoptive homes.

Identified strengths include:

- County based foster home licensing program
- PRIDE training to all foster home applicants
- Collaboration with Sierra Adoptions and Lilliput Agencies to secure adoptive homes
- MOU with the Mexican Consulate to place children with relatives in Mexico rather than placing the children in foster care in the U.S.
- Use of specialized units to assist with placements (Placement Support Unit) and approval of relative and non-related extended family members (Kinship Unit)

Identified areas of need include:

- Reducing the time it takes to approve relatives and non-related extended family members for foster care placement
- Recruitment and retention of foster and adoptive homes

Quality Assurance System - This systemic factor assesses whether the County has a quality assurance system to ensure that children in foster placements are provided quality services to protect their safety and health through evaluation, assessments and reports.

Identified strengths include:

- Division Quality Assurance staff
- Program specific social worker standards
- CPS Intranet that contains all guidelines, resources, useful links, training calendars, etc.
- Safe Measures application availability for quality assurance and supervision
- Focused reviews to ensure quality of services
- Group Home Quality Assurance and Technical Assistance Unit

Identified areas of need include:

- Development of an ongoing, systematic case review system for use by supervisors. This system would integrate existing guidelines and court review hearings
- Integrating the Outcomes and Accountability Team into Redesign to provide ongoing assessment of the child welfare system

**Service Array** - This systemic factor assesses the array of accessible services that the County has in place to assess children and families, address the needs of children and families, prevent entry into the child welfare system, and promote permanency.

Identified strengths include:

- The availability of a wide range of services through countywide public and private contracts that are culturally competent, family-centered and child focused
- Connecting children and families with services in local communities – Multi-Service Neighborhood Service Centers and Family Resource Centers

Identified areas of need include:

- Improving collaboration between providers to avoid duplication of services;
- Expanding social workers' knowledge of motivational engagement to assist parents and children to make the best use of services to meet their individual needs

**Staff/Provider Training** - This systemic factor assesses how the County trains and develops the skills of its child welfare services staff and providers.

Identified strengths include:

- New social work staff receive a two to six week agency classroom and on-the-job training with a peer trainer
- All social workers attend Core Curriculum provided through the Northern Regional Training Academy within the first year of hire
- Supervisors and social workers attend a minimum of 30 hours of training per year
- Probation sworn employees receive 24 hours of classroom training for institutional staff and 40 hours for non-institutional staff
- Providing cross training to community partners
- PRIDE training for prospective county licensed and adoptive care providers
- Group home provider training

Identified areas of need include:

- Integrating training into every day practice
- Assessing how each training improves services to children, families, and foster parents

**Agency Collaboration** - This systemic factor assesses how the County collaborates with public and private entities responsible for providing child welfare services.

Identified strengths include:

- Memorandums of Understanding with local law enforcement agencies and the Mexican Consulate
- Partnering with agencies such as the local Child Abuse Prevention Council and Family Support Collaborative
- Participating with neighborhood partnerships such as the Mutual Assistance Network Parent Advisory Group and Neighborhood Multidisciplinary Centers

There were no identified needs in the area of Agency Collaborations.

#### **Section IV. Countywide Prevention Activities**

Partners work with DHHS to develop a continuum of services from prevention, early intervention, treatment and aftercare services. Partnerships that are key to prevention include:

- Birth & Beyond Family Resource Centers
- Child Family Access Team
- Child Abuse Prevention Council
- Family Support Collaborative
- Sacramento County Healthy Start Collaborative
- School Attendance and Review Board (SARB)
- Inter-Agency Management Committee
- Wrap Around
- Child Family Policy Board

The following programs are coordinated and managed by Probation to help prevent or divert the entry of pre-delinquent youth into the juvenile justice system:

- Neighborhood Alternative Center (NAC)
- Thirteen Neighborhood Accountability Boards (NAB)

With the new focus on accountability and outcome based interventions, the county is shifting from a service system that focused on blame after the occurrence of abuse or neglect to a system that is responsive, engages and supports the family, and has a community-involved approach. Strategies that are consistent with these efforts include early intervention, Differential Response, Family Group Decision Making, and engaging families for improved assessment and case planning.

#### **Section V. Summary**

##### Areas for Further Exploration through the Peer Quality Case Review

Safety outcomes are areas that will be further explored through the Peer Quality Case Review.

##### Plan for System Improvement Plan (SIP)

Based on the Self –Assessment, the Sacramento County Child Protective Services Division has identified the following areas to addressed in its SIP:

- Recurrence of Maltreatment
- Referrals with a Timely Response
- Rate of recurrence where children were not removed
- Rate of Foster Care Re-entry

The SIP requires Board of Supervisors' approval and will be presented to the CDSS on September 30, 2004.

## **APPENDIX B**

### **SACRAMENTO COUNTY SYSTEM IMPROVEMENT PLAN Representation from Existing Planning Bodies**

**September 2004**

## Appendix B

### Representation from Local Planning Bodies Self-Assessment, SIP, and Implementation Processes

#### Existing Planning Bodies

Planning Group	Purpose	Participation In:	
		SA	SIP
Sacramento County Children's Coalition	To serve as an advisory body to the County Board of Supervisors; advocate for children's issues; provide policy oversight and community education about needs of children and families	X	X
Sacramento County Children's Coalition, Children's Report Card Committee	To address systemic barriers to services for children via monthly meetings among child serving agencies, families, and community leaders; to produce a report every two years that provides the status of child welfare and well-being with community level indicator data.	X	X
Human Services Coordinating Council, Children and Families Commission Advisory Committee	To provide technical and professional expertise and support to First 5 Commission, and to serve as an advisory body to the County Board of Supervisors	X	X
Family Support Collaborative	Authorized by the Board of Supervisors in 1998, to engage the community in comprehensive strategies to prevent child maltreatment, and to coordinate and provide oversight for implementation of those strategies (e.g., Birth & Beyond home visiting services and the Nurse-Family Partnership home visiting program)	X	X
Child Protective Services Oversight Committee	To provide community level oversight of child protective systems. Produces annual reports to the County Board of Supervisors.	X	X
Steering Committee	To provide oversight and cohesion to the implementation phase of the SIP, via regular meetings of the co-chairs of all six CWS Redesign workgroups		X
Community Partnership	To strengthen public and private partnerships to ensure a continuum of child welfare services ranging from prevention and early intervention to treatment.		X

Differential Response	To develop and implement a community response model that aligns with the new CPS intake structure to act early, as soon as the family comes to the attention of CPS, offering customized response options so families receive the services they need, when they need them.		x
Inter-Agency Funding	To develop creative and flexible means to fund the County's redesigned child welfare system		x
Permanency and Youth	To develop systemic strategies and practices within the child welfare system to ensure permanent families for children through efforts that restore family capacity, build alternative families, and provide support for successful transition to adulthood.		x
Workforce Investment	To prepare and support the child welfare workforce at all levels, including community partners, to successfully support the CWS Redesign and the achievement of positive outcomes for families and children.		x
Accountability Workgroup	To monitor child welfare outcomes and track the County's progress through the SIP	x	x